

Role Title	Assistant Director of Capital Delivery
Job Family	Senior Leadership
Competency Level	Chief Officer
Pay Scale	Assistant Director
Purpose	
To act as lead officer providing strategic direction and leadership, operational management and financial control for the planning and delivery of capital funded projects and programmes in a multi-layered stakeholder environment. Working with the Corporate Director of Capital Strategy, Delivery & Estate, the postholder will ensure there is optimal governance, stakeholder engagement and client-side construction project management of all council capital, infrastructure and development schemes (with the exception of estate regeneration and Highways schemes). This includes direct responsibility for delivery and project management of major projects working with schools, the corporate estate, communities and the voluntary and community sector (VCS), social care, neighbourhoods and external partners. The postholder will work cross-organisationally to define requirements and outline delivery priorities in line with corporate priorities and ensure Return on Investment and wider social benefits for the Council, residents, businesses and communities. Support the Cabinet, Chief Executive and Strategic Leadership Team to achieve the aims and desired outcomes of the Council.	
Generic Accountabilities	Outcomes
Direct, develop and control the service. Responsible for all operational decision making and management of the service.	Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment. Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service. Service quality, customer satisfaction, efficiency and continuity are maximised.
Service strategy and policy formulation and implementation are aligned to the Councils overall corporate strategy and objectives.	Service strategy is developed, agreed and implemented. Service priorities are established.
Actively contribute to the corporate management and strategic direction of	Changing priorities and external requirements are anticipated and assessed.

the council as part of the Directorate Management Team.	Innovative approaches and responses are developed and delivered.
Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations.	Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice. Governance frameworks have clear accountabilities and effectiveness is measurable. Compliance is monitored and ensured. Action is taken to resolve any issues identified.
Accountable for the strategic and operational planning and delivery of the service targets and objectives. Ensure the service's plan and performance (either directly or through commissioned / managed services) result in the implementation of agreed Council strategies, policies and outcomes. Input to the strategic planning of the wider organisation.	Policy direction is translated into service outcomes. Service and business plans and targets are developed, communicated, cascaded and monitored. Robust performance and quality management systems and procedures are in place and meet all requirements. Performance, quality and contractual compliance are managed effectively.
Advise SLT and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.	Act as lead professional adviser in area of responsibility. Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.
Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.	Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained. Customer comments and complaints are used to improve service performance. The Council is represented on local, regional and national forums.

Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies. This includes the Councils joint venture with Evolve and One Public Estate Programme.	Where appropriate, delivery of the service is achieved / supported through partnerships. Partnership working is led effectively. Best practice is identified, shared and promoted.
Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.	The service is led by a professional, motivated and effective management team. Recruitment, induction development, performance review, employee relations and all HR processes and planning are completed to the required standards and timescales. Deficiencies and underperformance are actively resolved. Effective team meetings take place.
Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.	Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements. Resources are effectively and efficiently deployed to achieve service objectives.
Direct and control the financial expenditure and integrity of the service.	Budgets and financial risk are monitored and managed in compliance with organisational requirements. The service is delivered within agreed budget. Funding from external sources is identified and secured where appropriate. Value for money is maximised.
Direct and implement a comprehensive risk management programme for the service.	Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.

Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged and innovative solutions are pursued throughout the area of responsibility.	Necessary changes to culture and practice are implemented and sustained. Conditions for others to perform and to innovate are created. Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.
Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.	Major change /complex multi-disciplinary programmes are monitored and directional control provided. Resources required to deliver the project / programme are secured. Projects / programmes have clear and assigned accountabilities and achieve their objectives.
Role Specific Accountabilities	Outcomes
Provide operational and cross-cutting leadership to deliver complex, commercial property and capital funded infrastructure projects and programmes from inception to completion, including: ▪ Client Mandate ▪ Finalise the Client Brief ▪ Design Phase(s) ▪ Procurement and/or disposal ▪ Construction ▪ Completion and Handover ▪ Gateway Client approval process (throughout lifecycle)	Projects and programmes are professionally managed and delivered to accelerate Mission Waltham Forest and deliver transformation objectives in service areas The delivery service delivers the Council's objectives seamlessly Work in partnership with clients and partners to deliver fit for purpose products and outcomes.
Lead and manage a team of property professional and property partnerships Develop and maintain project and programme delivery expertise that meets professional RIBA/RICS standards Lead the commissioning of Evolve and other expert suppliers to support the delivery of Council and Client priorities and outcomes.	Deliver projects, programmes, strategic and detailed business cases that meet client's agreed time, cost and quality requirements Project, programme and portfolio level risks and issues are proactively identified, mitigated and escalated Stakeholder engagement and communications are effectively planned and executed at project, programme and portfolio level(s)

	PMO reporting standards are complied with across the property and capital funded infrastructure portfolio
Oversee major mixed use regeneration schemes being delivered by development partners on council-owned land	Lead and oversee the completion of strategic mixed-use regeneration projects in line with approved business cases, ensuring they meet the borough's needs. Establish and maintain strong partnerships that bring significant investment into the borough. Ensure that delivery is effectively managed and meets the boroughs strategic objectives.
Lead and oversee the asset management of the maintained school estate and associated Private Finance Initiative (PFI) functions.	Ensure the maintained school estate is managed efficiently, with all assets maintained to a high standard and capital costs effectively controlled. Oversee PFI contracts to ensure they are managed effectively, delivering value for money and meeting all contractual obligations. Lead on PFI expiry work, ensuring all aspects are captured and managed, and that transitions are smooth and compliant with regulations.
Promote service innovation that supports the delivery of council outcomes within the resources available, securing Value for Money and Return on Investment	Promote best practice, benchmarking. Identify and deliver new approaches to create innovation within service delivery.
Manage and lead key projects according to sound programme and project management principles that are proportionate to the complexity and commercial risk involved	Deliver excellence in project, programme and development management in accordance with national standards and the council's standing orders and financial regulations. Ensure good programme and project management protocols are developed and adhered to across differing service areas, programmes and projects. Capital spend and appropriate project and financial planning and reporting are undertaken.
Lead the programme and project complex risks of multiple client stakeholders and funding streams.	The council, partners and other public sector organisations are informed and engaged in mitigating, avoiding or eliminating the key risks. Return on Investment and Value for Money are achieved.

To deputise for the Corporate Director of Capital Strategy, Delivery & Estate on matters related to capital delivery as required	The function is effectively represented at all times.
Nature of Contacts Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies. Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues. Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.	
Procedural Context Reports to Corporate Director of Capital Strategy, Delivery & Estate. Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives. Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service. Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks. Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.	
Key Facts and Figures Monitor and control the budget of a council service Decisions will impact across own service, the wider Council and its partnerships. Employees directly managed will be heads of service each responsible for substantial resources and operational service delivery.	

Resourcing

Budget Responsibilities: Direct Capital Programme c£150m, with potential further £115m in pipeline.

Supervisory Responsibilities: 4-6 direct reports, wider team c.25 officers including schools capital team

Knowledge, Skills and Experience

- Significant senior strategic management experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes, for a portfolio of services in a large public sector organisation (preferably local government).
- Proven ability to manage a wide variety of activities across a range of professional areas of expertise and oversee their achievement of the organisations strategic goals.
- Extensive knowledge of the major issues facing local government.
- Extensive and comprehensive knowledge and understanding of the national policy context, requirements and future direction for relevant service areas.
- Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed resources.
- Proven ability to drive through and deliver effective performance management within own organisation and understanding of the performance management process in partnership arrangements.
- Significant experience of creating, leading and sustaining partnerships both internally and externally to achieve shared objectives and synergies.
- Experience in persuading a wide range of stakeholders to work together, encouraging an organisational focus on the needs of the community.
- Authority and credibility to work effectively in a political environment and establish positive relationships with Members.
- Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences both horizontally and vertically throughout the organisation.
- Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.

Indicative Qualifications

Educated to degree level or equivalent standard.

Post graduate qualification /Relevant professional qualification

Relevant professional qualification / Membership of a relevant Chartered Institute e.g. RICs

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.